

Proposal for Increasing the Effectiveness of Agency Personnel Management

The complex nature of the work of the Central Intelligence Agency and the diverse circumstances under which such work is carried out in unlike countries throughout most of the world requires a highly competent corps of professional, technical, administrative and clerical personnel. The Agency has early recognized the need for a progressive and dynamic personnel program to meet this critical need and early in 1952 introduced the Career Service Program which was primarily designed to identify, develop, effectively use and reward individuals who have qualifications required by the Agency. As experience was gained over the past years in the operation of this Program, certain changes were made as the need became apparent. For example, the basic structure of the Career Services was changed and the new concepts of the CIA Career Staff and the Career Council were introduced. In addition, several committees were assigned to work on specialized facets of personnel management in order to further strengthen and develop the Agency's basic personnel management program.

Observation of the effectiveness of our Personnel Management practices has frequently elicited the criticism that current Table of Organization processing procedures have restricted the flexibility and operational effectiveness of line management. Similar criticism has also been invited to the amount of time required to process and effect personnel actions, as they pertain to both positions and employees. In addition, reactions received to a recent staff study which proposed a method for determining normal promotion progression patterns for various categories of positions have shown a desire to eliminate grades GS-8 and GS-10 on the basis of providing greater equity across all occupational lines. Considerable study has been given to these and related aspects of Agency Personnel Management practices and a plan is being developed for increasing the effectiveness of our present policies and procedures and furthering the general advancement of our Career Service Program. The details of this proposal are still under study; however, it is possible to give an indication and brief description of the general direction of our current planning. The following paragraphs furnish a brief description of the specific proposals involved and an indication of the objectives to be attained.

Proposal

1. For Table of Organization purposes, Agency positions will be divided into four principle classes, as follows.

Class I	- GS-16 thru GS-18	17%
Class II	- GS-13 thru GS-15	30%
Class III	- GS-7, 9, 11 and 12	53%
Class IV	- GS-3 thru GS-6	20%

Objective

To expedite the approval of Table of Organization proposals and provide delegation of authority and flexibility to operating components to discharge their personnel management responsibilities with a minimum of control.

Ceiling authorizations would be allocated

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Proposal

Objective

each class and changes to positions within a Class (in Classes ~~II~~, III and IV) would be accomplished by operating components without prior DD/S approval, where job standards were available.

2. Authority will be delegated to Heads of Career Services to reassign employees (within a Class) and promote employees in the same line of work and Class without prior Office of Personnel approval but subject to post audit review.
3. To provide authorization for a given percentage of Table of Organization slots (approximately 5%) over and above the manpower authorization required to accomplish the normal mission of the component, to be used for slotting "pipeline" personnel, i.e. those undergoing formal training, orientation, in and out casualties, etc.
4. To eliminate grades GS-8 and GS-10 from the present GS grade structure and revise time-in-grade requirements as appropriate in consideration of the uniform pattern (7-9-11).

To expedite the processing of personnel actions and simplify personnel reassignments, transfers and promotions; to provide delegation of authority and flexibility to operating components to discharge their personnel management responsibilities with a minimum of control.

To ensure that the basic Table of Organization truly reflects the manpower required to carry out the functions assigned so that overhead personnel would not be chargeable to the productive element of a T/O.

To reduce the large number of GS grades and thereby provide more realistic basis <sup>of recognizing</sup> ~~on reorganizing~~ significant differences in the difficulty and level of work across occupational ~~lines~~ <sup>and</sup> lines; to establish clear and uniform progression patterns.

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Proposal

Objective

5. To introduce a Personal-Rank status concept for selected members of Class I (supergrade) positions. Such personnel would be carefully selected by the Director of Central Intelligence through recommendations of the Supergrade Review Board, solely on the basis of demonstrated competence, integrity and quality of leadership that their rank, basic salary and status would be vested in them as individuals. This differs from current practice in that rank and status are attached to a position or job. Selected Class I members could be shifted anywhere at anytime without the danger of downgrading or suffering the loss of pay or status. Such personnel would be more than narrow specialists but would be versatile in a variety of fields.
6. To provide for step increases of two increments for personnel with outstanding records of performance and suitability as reflected in Fitness Reports; and to provide for the granting of periodic step increases at the end of one year for satisfactory employees.

To recognize a situation which tends to be obscured by a conventional position - classification plan, namely, at high levels each position tends to be unique, the difficulty of the job is not constant and the man who fills it may make the job, not the job the man. Such personnel could expect to work on assignments of extreme difficulty and of great responsibility and could expect to be shifted frequently as assignments were completed.

To provide a satisfactory means of recognizing outstanding performance when a grade promotion is not possible due to classification, ceiling, or time-in-grade restrictions.

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